Leader Development Branch

Department of Healthcare Operations

Mr. David Hagey

Room 1114

The Myers-Briggs Type Indicator (MBTI)

The MBTI is used in--

- self-development
- career development and exploration
- relationship counseling
- academic counseling
- organization development
- team building
- problem solving
- management and leadership training
- education and curriculum development
- diversity and multicultural training

To lead others successfully you must know about people and human nature; but before you can understand other people, you must know yourself.

--FM 22-100, Military Leadership

Objectives

- To understand the concepts and uses of personality type theory.
- To explore how the judicious, intelligent use of the MBTI can assist leaders.
- To examine some practical considerations in using the MBTI.

Carl Jung's Theory

Predictable differences in individuals are caused by differences in the way people prefer to use their minds.

When your mind is active, you are involved

Your Mental Processes

Perceiving

(Taking in information)

- Sensing
- Intuition

Judging

(Organizing the information to conclusions)

- Thinking
- Feeling

The MBTI helps explain:

- Why different kinds of people are interested in different things.
- Why they are good at different kinds of work.
- Why they often find it hard to understand each other.
- How to use these differences constructively.

The MBTI indicates the differences in people resulting from:

1 Where they prefer to focus their attention.

2 The way they prefer to take in information.

3 The way they prefer to make decisions.

4 The kind of lifestyle they adopt.

Taking the Instrument

- RELAX--Be yourself.
- Read the Directions.
- Answer the questions.
  - Go with your first impulse.
  - What did you do the last few times?
  - Skip an item if necessary.
- Do not write in the question booklet.
- Go ahead and score your answer sheet.

Please read and follow the directions.

MBTI Scores

- **Low scores do not indicate a "balance"**
- **High scores do not indicate strength**
- **Scores indicate clarity of awareness of preference**
- **MBTI indicates type; *you* verify type**

Assumptions Underlying Type Theory

- Preferences are inborn.
- Environment enhances or impedes expression of type.
- All four processes are used in both extraverted and introverted attitudes some of the time.
- Type is dynamic, not static.
- All types are equally valuable.

Type Preferences

Extraversion ⟷ Introversion

Sensing ⟷ iNtuition

Thinking ⟷ Feeling

Judgment ⟷ Perception

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Extraversion or Introversion

Orientation of Energy

Preference for drawing energy from the outside world of people, activities, or things.

Preference for drawing energy from one's internal world of ideas, emotions, or impressions.

Extraversion or Introversion

- 75% of population
- Talkative
- Speak, then think
- Action-oriented
- Sociable
- Invade space
- Multiple relationships
- Get energy during day
- Multiple distractions

- 25% of population
- Reserved
- Think, then speak
- Reflection-oriented
- Territorial
- Protect space
- Fewer relationships
- Use energy during day

E - I Implications

"I" unfairly viewed as unfriendly

Meetings

Shyness

Work relationships

Sensing or iNtuition

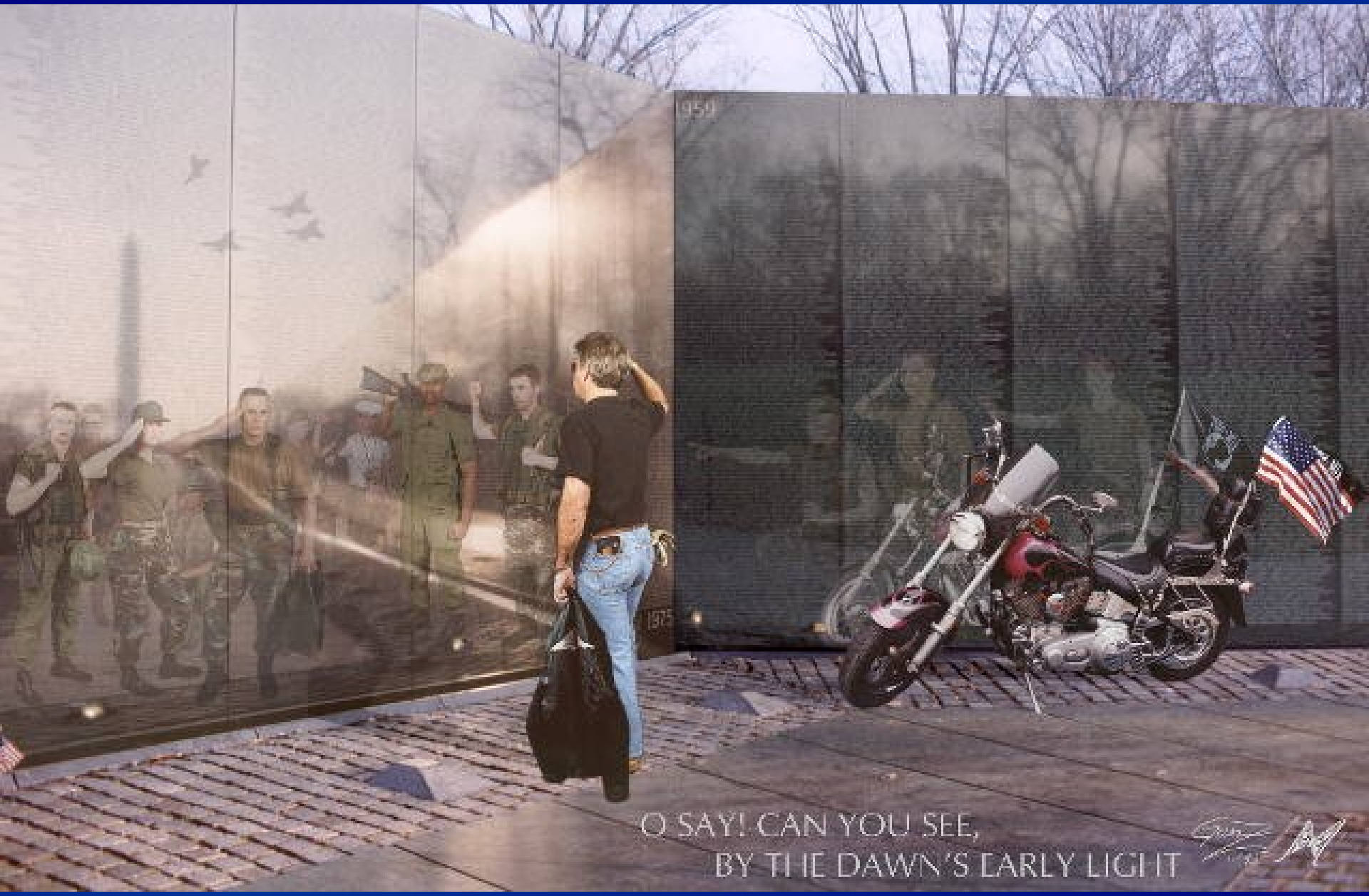
Perception Preference

Preference for taking in information through the five senses and noticing what is actual

Preference for taking in information through a "sixth sense" and noticing what might be

Write down what you s

in the following pictur


O SAY! CAN YOU SEE,
BY THE DAWN'S EARLY LIGHT

Sensing or iNtuition

- 75% of population
- Facts
- Practical, realistic
- Concrete
- Specific
- Detail
- Present-oriented
- Doers
- Down-to-earth (trees)

- 25% of population
- Possibilities
- Abstract
- Imaginative/innovative
- General
- Random leaps
- Future-oriented
- Theorizers
- Big picture (forest)

S - N Implications

Learning

Questions: specific - general

Time: actual / relative

Miscommunication

Misunderstanding

Sensing Types Need iNtuitives

- To bring up new possibilities
- To supply ingenuity on problems
- To have enthusiasm
- To watch for new essentials
- To tackle difficulties with zest
- To show that the joys of the future are worth working for

iNtuitives Need Sensing Types

- To apply experience to problems
- To notice what needs attention now
- To have patience
- To keep track of essential details
- To face difficulties with realism
- To show that the joys of the present are important

Thinking or Feeling

Judgment Preference

Preference for organizing and structuring information to decide in a logical, objective way.

Preference for organizing and structuring information to decide in a personal, value-oriented way.

Thinking or Feeling

- 50% of population
- Objective
- Logical
- Firm-headed
- Justice
- Decisions based on standards, laws
- Impersonal
- Task

- 50 % of population
- Subjective
- Impact on people
- Gentle-hearted
- Mercy
- Harmony
- Extenuating circumstances
- Process

T-F Implications

Appropriateness of feeling

Disciplinary Counseling

“F” overextending

Mutually incomprehensible

Thinking Types Need Feeling Types

To persuade

To forecast how others will feel

To arouse enthusiasm

To sell

To advertise

To appreciate the thinker

Feeling Types Need Thinking Types

To organize

To find flaws in advance

To hold consistently to a policy

To weigh “the law and the evidence”

To fire people when necessary

To stand firm against opposition

Judging or Perceiving

Orientation to the Outer World

Preference for living a planned and organized life

Preference for living a spontaneous and flexible life

Judging or Perceiving

- 50 % of population
- Organized
- Orderly
- Structured
- Decided, closure
- Yes/No
- List maker
- Deadlines--Plan ahead
- Control environment

- 50% of population
- Flexible
- Adaptive
- Spontaneous
- Open options
- Maybe
- Curious
- Deadlines?
- Adapt to environment

J - P Implications

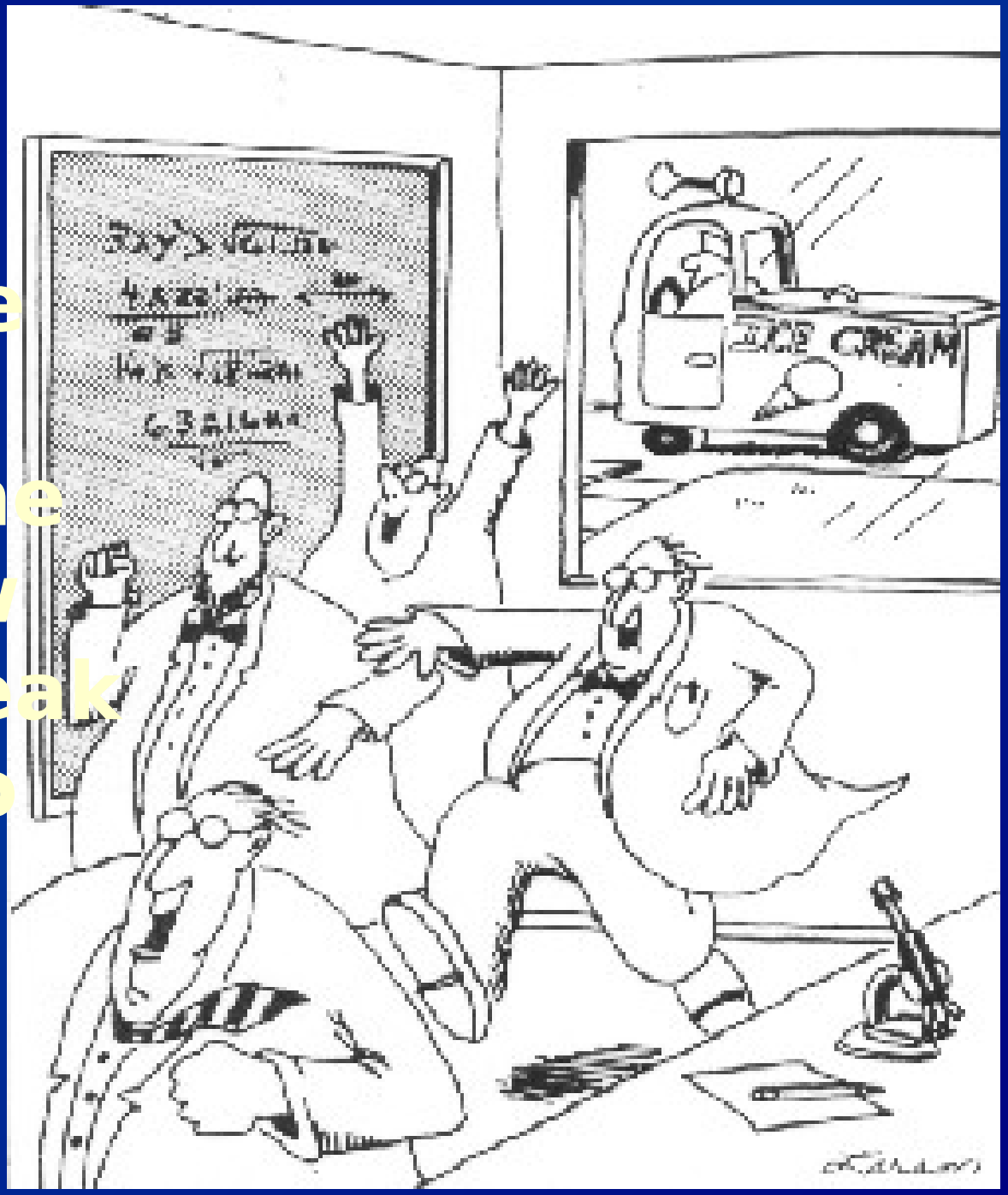
Deadlines

Schedules

Work versus Play

**“Being spontaneous takes planning!
You can’t just be spontaneous spontaneously!”**

When the ice cream truck shows up, the Ps know how to take a break from work to play!



J - P Implications

Deadlines

Schedules

Work versus Play

Vacations

Senior Military Leaders and the MBTI

The Industrial College of the Armed Forces (ICAF)
Typical Class Ratios (91-95)

Scale	National Norms	ICAF Class
E/I	75/25	45/55
S/N	75/25	60/40
T/F	50/50	85/15
J /P	50/50	80/20

Unlike National Norms, there is **no gender differentiation** on the T/F dimension between senior military males and females: George McAleer and Steve Knode

Needs For Skill Development

E - Listening

I - Assertiveness, influence, and power

S - creative problem solving and risk

taking

N - Planning and managing by

objectives

Needs For Skill Development

T - Interpersonal relations and giving

feedback

F - Delegation, power, and handling

criticism

J - Stress management and risk taking

P - Time management, decision

making, and planning

ISTJ 6%	ISFJ 6%	INFJ 1%	INTJ 1%
ISTP 5%	ISFP 5%	INFP 1%	INTP 1%
ESTP 13%	ESFP 15%	ENFP 5%	ENTP 5%
ESTJ 13%	ESFJ 13%	ENFJ 5%	ENTJ 5%

The MBTI on the Internet

- Consulting Psychologists Press
  - www.mbti.com
- Association for Psychological Type
  - www.aptcentral.org
- NOT the MBTI, but. . . .
  - Keirsey Temperament Sorter
  - www.Keirsey.com
  - www.Keirsey.com/cgi-bin/keirsey/newkts.cgi

ISTJ

God, help me to begin relaxing about little details tomorrow at 11:41.32 a.m.

ISFJ

Lord, help me to be more laid back, and help me to do it exactly right.

INFJ

Lord, help me not be a perfectionist. (did I spell that correctly?)

INTJ

Lord, keep me open to other's ideas, wrong though they be.

ISTP

God, help me to consider other people's feelings, even if most of them are hypersensitive.

ISFP

Lord, help me to stand up for my rights! (If You don't mind my asking).

INFP

Lord, help me to finish everything I sta

INTP

Lord, help me be less independent, but let me do it my way.

ESTP

God, help me to take responsibility for my own actions, even though they're usually not my fault.

ESFP

God, help me to take things more seriously--especially parties and dancing.

ENFP

God, help me keep my mind on one th--LOOK! A Bird--ing at a time.

ENTP

God, help me follow established procedures today. On second thought, I'll settle for a few minutes.

ESTJ

God, help me to not try to run everything. But, if You need some help, just ask.

ESFJ

Lord, give me patience and I want it right now!

ENFJ

God, help me to do only what I can, and trust You for the rest. Do you mind putting that in writing?

ENTJ

God, help me to slow down and not rush through what I do Amen.

ISTJ Life's Natural Organizers	**ISFJ** Committed to Getting the Job Done	**INFJ** An Inspiring Leader and Follower	**INTJ** Life's Independent Thinkers
ISTP Just Do It	**ISFP** Action Speaks Louder than Words	**INFP** Making Life Kinder and Gentler	**INTP** Life's Problem Solvers
ESTP Making the Most of the Moment	**ESFP** Let's Make Work Fun	**ENFP** People are the Product	**ENTP** Progress is the Product
ESTJ Life's Natural Administrators	**ESFJ** Everyone's Trusted Friend	**ENFJ** Smooth-Talking Persuaders	**ENTJ** Life's Natural Leaders

ISTJ
Sam Donaldson
Jackie Joyner-Kersee
Sparky Anderson
George H.W. Bush
Eeyore

ISFJ
Barbara Bush
Princess Diana
Michael Jordan
William H. Taft
Dr. Watson

INFJ
Woody Allen
Martin Luther King, Jr
Opray Winfrey
Mother Teresa
“Jimmy” Carter

INTJ
Dan Akroyd
Peter Jennings
Charles E. Koop
John F. Kennedy
Professor Moriarty

ISTP
Cher
Tom Cruise
Willie Nelson
Millard Fillmore
“The Fonz”

ISFP
Andre Agassi
Michael Jackson
“Magic” Johnson
Liz Taylor
Ulysses S. Grant

INFP
Tom Brokaw
Dick Clark
Helen Keller
Jacqueline Kennedy
ET

INTP
Albert Einstein
C.G. Jung
Rob Reiner
Gerald Ford
Linus (Peanuts)

ESTP
Michael J. Fox
Madonna
Eddie Murphy
“Teddy” Roosevelt
Scarlet O’Hara

ESFP
Kathie Lee Gifford
Arsenio Hall
Dolly Parton
Warren G. Harding
Tigger

ENFP
Julie Andrews
“Dr.” Seuss
Dave Thomas
Robin Williams
Capt Kangaroo

ENTP
Winston Churchill
Bill Cosby
Mozart
John Adams
Garfield

ESTJ
Bonnie Blair
Rev. Billy Graham
John D. Rockefeller
Harry S. Truman
Lucy (Peanuts)

ESFJ
Reba McIntire
Don Knotts
Phylicia Rashad
Elvis Stojko
William Clinton

ENFJ
Elizabeth Dole
Wayne Newton
Ross Perot
Bob Saget
Abraham Lincoln

ENTJ
Al Gore
Jay Leno
Whoopi Goldberg
Norman Schwarzkopf
Yogi Bear

Department of Healthcare Operations

Mr. David Hagey

Room 1114, Willis Hall

Ethics

- Informed and voluntary administration.
- Personal notification with clarification of results.
- Used to enhance individual satisfaction.
- Preferences don’t indicate abilities, intelligence, or likelihood of success.